



1530 FAMILY ASSESSMENT AND INCLUSIVE REUNIFICATION (FAIR) REVIEWS	
Chapter: Case Management Standards for CP and JJ Field Services	Section: Engaging Families
	New Hampshire Division for Children, Youth and Families Policy Manual Policy Directive: 15-41 Effective Date: September 2015 Scheduled Review Date:
	Approved:  Lorraine Bartlett, DCYF Director
Related Statute(s): RSA 169-B , RSA 169-C , RSA 169-D , RSA 186-C , and RSA 193:27 Related Admin Rule(s): Related Federal Regulation(s): SSA 422 , SSA 471 , SSA 475 , 1355.20 , and 1356.21	Related Form(s): FORM 1530, FORM 1531, FORM 1532, FORM 1533, FORM 1534, FORM 1535, FORM 1536, and FORM 1537 Bridges' Screen(s) and Attachment(s):

All children and youth need and deserve a permanent family. Permanency planning for children and youth begins at the time of removal and continues until a permanency goal is achieved. Engaging families and youth in decisions about permanency, safety and well-being increases the likelihood of a successful case plan through a process that builds trust and embraces transparency. FAIR is an additional case planning opportunity that encourages partnership, mutual respect and empathy for families experiencing challenging circumstances. Additionally, FAIR provides an opportunity to celebrate a family's accomplishments and goal attainment. This approach encourages forward progress in the timely achievement of permanency for children and families.

Purpose

The purpose of FAIR is to include parents/caregivers, age-appropriate children/youth, and any supportive people identified by the family, in a solution-focused process together with DCYF and service providers. FAIR aims to empower families in their own decision-making, case planning, and goal development immediately following the removal of their child(ren). Together, FAIR participants will continuously assess family needs and provide necessary support towards achieving permanency for the family.

Definitions

"Adult Living Preparation" means a process of assessing, planning, and supporting youth with the guidance of identified adult connections through the transition from childhood and adolescence, into independence and adulthood. This term includes "independent living."

"Age or Developmentally-Appropriate" means the federal standard in SSA 475(11)(A) that qualifies activities or items that are generally accepted as suitable for children of the same chronological age or level of maturity, or that are determined to be developmentally-appropriate for a specific child based on the developmental stages attained by that child with respect to his/her cognitive, emotional, physical, and behavioral capacities.

"APPLA" or "Another Planned Permanent Living Arrangement" means a permanency goal in which the Division maintains supervision of, and placement and care responsibility for a youth age 16 or older through the deliberate out-of-home placement of the youth with an identified permanent connection until the youth reaches adulthood based on compelling information that it is not in the youth's best interest to seek a more permanent goal.

"Case Plan" means a document that is developed jointly within 60 days from date of removal by the CPSW or JPPO, the parents, and the child/youth, as appropriate, that incorporates Solution Based Casework and describes: the type, necessity, safety and appropriateness of placement; the needs

and services required by the child/youth, parents, and resource parents; the individuals responsible for delivering the services or completing the tasks; the dates for completion; and the anticipated child/youth and family outcomes. The case plan guides all participants towards achieving the permanency goal for the child/youth.

"Children for Whom DCYF has Placement and Care Responsibility" means individuals, ages birth through 21 for whom DCYF has temporary protective custody, legal supervision, custody, or guardianship pursuant to RSA 169-C, 170-B, 170-C, and 463, or who JJS has custody pursuant to RSA 169-B and 169-D for the purposes of placement, excluding youth committed to the Sununu Youth Services Center (SYSC) or incarcerated at any other secure facility where they are awaiting disposition by the court of jurisdiction.

"Close Proximity to Parents" means a placement nearest the home community or residence of the child/youth's parents or legal guardian that is consistent with the child or youth's best interest and special needs. The following factors are included in determining the placement: (1) the ease with which the child/youth and family may visit each other; and (2) the availability of services the child/youth may require.

"Concurrent Goal" means the alternate plan for the child/youth in out-of-home placement, which will achieve another permanency goal if reunification with a parent is not possible.

"CPS" means the Bureau of Field Services' Child Protective Services within DCYF.

"CPSW" means a Child Protective Service Worker employed by DCYF.

"DCYF" or the **"Division"** means the DHHS Division for Children, Youth and Families.

"Family Assessment and Inclusive Reunification (FAIR) Meeting" or **"Case Review"** means a review of the status of the case including the case plan, the child/youth's safety, well-being, and plans for permanency.

- (1) **"10 Day Meeting"** means the FAIR meeting held 10 days after a child/youth has entered an out-of-home placement through a Child Protective Services intervention;
- (2) **"30 Day Meeting"** means the FAIR meeting held 30 days after a youth has entered an out-of-home placement from his or her home, shelter care, or an architecturally secure treatment facility, through a Juvenile Justice Services case;
- (3) **"4 Month Meeting"** means the FAIR meeting held 4 months after a child/youth has entered an out-of-home placement from his or her home, shelter care, or an architecturally secure treatment facility, through a Child Protective Services or Juvenile Justice Services case; and
- (4) **"10 Month Meeting"** means the FAIR meeting held 10 months after a child/youth has entered an out-of-home placement from his or her home, shelter care, or an architecturally secure treatment facility, through a Child Protective Services or Juvenile Justice Services case.

"FAIR Program Supervisor" means the supervisor responsible for the management and oversight of the FAIR Program.

"FAIR Steering Committee" means a group of individuals, chaired by the Administrator of the Bureau of Well-Being or designee, and including at a minimum a Child Protection Services Administrator or designee, a Juvenile Justice Services Administrator or designee, and the FAIR Program Supervisor who evaluate data and other findings from the FAIR program and submit recommendations to the DCYF Management Team.

"JJS" means the Bureau of Field Services' Juvenile Justice Services within DCYF.

"JPPO" or "Juvenile Probation and Parole Officer" means an employee of DCYF who discharges the powers and duties established by RSA 170-G: 16, and supervises paroled delinquents pursuant to RSA 170-H.

"Out-of-Home Placement" means the 24-hour care of children or youth who must live apart from their parents and includes care at resource homes, relative homes, pre-adoptive homes, and residential facilities including group homes, educational, psychiatric or physical health-related facilities.

"Parents" means the child/youth's birth or adoptive parents, stepparents, or legal guardians, as established by state law.

"Permanency" means that a child/youth has a legally permanent caregiver to nurture his/her healthy development. As defined in the Child and Family Services Reviews, a child in foster care is determined to have achieved permanency when any of the following occurs: (1) The child is discharged from foster care to reunification with his or her parent or other relative; (2) the child is discharged from foster care to a legally finalized adoption; or (3) the child is discharged from foster care to the care of a legal guardian.

"Permanency Facilitator" or "Facilitator" means a trained, independent contracted individual who is responsible for conducting the FAIR Case Review.

"Permanency Goal" means the desired outcome of interventions and services, which is determined to be consistent with the health, safety, well-being, and best interest of the child/youth. For each child/youth, there will be one primary current goal from the following options:

- (1) Maintain in own home;
- (2) Return home (reunification);
- (3) Adoption;
- (4) Legal guardianship; or
- (5) Another Planned Permanent Living Arrangement (APPLA).

"Placement in the Least Restrictive Setting and Most Appropriate Setting" means the most family-like setting that can meet the child/youth's needs.

"Reasonable and Prudent Parent Standard" means the federal standard in SSA 475(10)(A) characterized by careful and sensible parental decisions made by a caregiver for a child in foster care, that maintain the health, safety, and best interests of the child/youth while encouraging the emotional and developmental growth of the child through participation in extracurricular, enrichment, cultural, and social activities.

"Reasonable Efforts" means measurable actions taken by DCYF staff and service providers to prevent a child/youth's placement, or to return a child/youth to his or her family, or to achieve another permanency goal for the child/youth.

"SYSC," or the **"John H. Sununu Youth Services Center,"** or the **"Youth Detention Services Unit"** means the architecturally secure juvenile treatment facility administered by the DHHS Division for Children, Youth and Families for committed juveniles and detained youth, and for NH youth involved with the NH court system prior to their adjudication.

Policy

- I. The objectives of the FAIR meetings are:
 - A. To create a forum for family engagement, where families are active participants and have a voice in their case planning, permanency planning, and case progress.
 - B. To ensure that children in out-of-home placement and their families have periodic reviews to ensure progress in improving safety, permanency, and well-being;
 - C. To ensure compliance with the federally required elements for periodic case review, specifically including regulations in SSA Section 422 (Title IV-B) and SSA Section 475(5) (Title IV-E);
 - D. To identify and utilize families' strengths and needs in order to achieve safety, permanency, and well-being for families; and
 - E. To explore relatives and natural connections for ongoing support to the child/youth and family in order to expedite achievement of permanency.
- II. FAIR Meetings must be held for:
 - A. Every child/youth in an out-of-home placement;
 - B. Each child/youth up to the age of 21 who remains in out-of-home placement;
 - C. Each child/youth who runs away from placement, regardless of the child/youth's runaway status for up to a period of 6 months from the date of the runaway incident;
 - D. Each child/youth whose parents' rights have been voluntarily surrendered or legally terminated, until adoption or another permanency goal has been completed; and
 - E. Each child/youth up to the age of 21 who is under the co-guardianship of DCYF and a foster parent, relative or other designated individual.
 - F. FAIR meetings are not required for youth who are at SYSC or in shelter care.
- III. FAIR meetings must be time-limited to approximately an hour and follow a set schedule:
 - A. The CPS case review process must begin within 10 calendar days of the child/youth entering an out-of-home placement.

- B. The JJS case review process must begin within 30 calendar days of the youth entering an out-of-home placement.
 - C. For youth who have been at SYSC or in shelter care and then discharged to a placement, a FAIR review must be held no later than 30 calendar days from the date of discharge.
 - D. The subsequent FAIR meeting must occur within 4 months of the child/youth entering out-of-home placement.
 - E. Following the 4-month case review, FAIR meetings must continue every 6 months while the child/youth remains in out-of-home placement.
 - F. If the meeting schedule is interrupted, the FAIR meeting must be held as soon as possible, but no later than 30 calendar days after the scheduled meeting date.
 - G. FAIR meetings may be coordinated with court reviews and other case planning conferences, such as treatment team meetings at residential treatment programs, educational meetings at local schools, or behavioral health treatment team meetings, as appropriate;
- IV. FAIR meetings are facilitated by an independent, trained individual that has no responsibility for the case management or the delivery of services to, either the child/youth or the parents;
- A. The facilitator has no authority to change a case plan or other conditions that have been established by court order but may make recommendations to the participants.
- V. FAIR meetings must be respectful, frank, open discussions conducted in an informal, inclusive manner to assist parents and youth to develop and implement their case plan and permanency goal. This must include:
- A. Describing clearly the problem that led the child/youth to go into an out-of-home placement and allow parents and youth (if appropriate) the opportunity to explain their perspective and determining progress made toward alleviating or mitigating the need for out-of-home care;
 - B. Identifying with the family their strengths and needs;
 - 1. Identifying relatives and others who are natural connections and supports to the child/youth;
 - 2. Identifying behavioral health needs including trauma identification and treatment;
 - C. Identifying the permanency goal and concurrent goal with the family, and projected date of completion.
 - 1. The primary goal before the permanency hearing is reunification.
 - 2. The concurrent goal should be an agreed upon alternate plan to achieve another permanency goal if reunification with a parent is not possible.
 - 3. Review the progress made in achieving the permanency goals, including:
 - (a) Agency efforts to meet with the family (including youth) face-to-face to work on the case plan;

- (b) Addressing the child/youth's safety in the out-of-home placement and the safety of all children and youth who may be at home;
 - (c) Describing the need for ongoing out-of-home placement and the appropriateness of this placement. When doing this, please consider services provided and their effectiveness;
- 4. Additionally, assess any barriers to completing case plan and discuss a plan to overcome these barriers;
- D. Assuring that the parents and child/youth (if participating in the planning) are involved and collaborating in the development and implementation of the case plan;
 - 1. Any youth age 14 and over must be involved in the development and any revision of the case plan.
 - (a) Youth may invite two (2) members of their case planning team (other than the foster parent and CPSW/JPPPO) to the FAIR meeting to consult about their case plan.
 - (b) One (1) individual selected by the youth to be a member of the child's case planning team may be designated as the youth's advisor and as necessary, advocate, with respect to the application of the reasonable and prudent parent standard to the youth;
 - (c) The Division may dismiss an individual selected by a youth to be a member of the case planning team at any time if there is good cause to believe that the individual is/would not act in the best interests of the youth.
 - 2. Involvement is at a minimum considered a consultation.
- E. Discussing the appropriateness of the visitation plan and assess any changes that need to be made (i.e. changing visitation from supervised to unsupervised);
 - 1. Reviewing the frequency and quality of child/youth visits with parents, siblings, relatives, and natural connections;
- F. Reviewing the well-being needs of the parents and children/youth including a review of medical, dental and social needs;
 - 1. Review the child/youth's access to age or developmentally appropriate activities.
 - 2. Review the caregiver's needs related to meeting the "Reasonable and Prudent Parent Standard."
- G. Reviewing educational needs, including
 - 1. Review of child/youth's educational placement being stable, appropriate, and in the child/youth's best interest;

2. Proximity of the placement and the school, and efforts to maintain the child/youth enrolled in the school if placed in a town outside the school's catchment zone; and
 3. Immediate enrollment of children and youth in a new school when not continuing in their school of origin;
 - (a) Provision of educational records by the sending school district if the child/youth is unable to be maintained in their school of origin.
- H. Reviewing child/youth's school progress;
 - I. Reviewing adult living preparation plan for youth 14 and older;
 - J. Reviewing 90-day youth transition plan (for youth 17.75 years of age, and, if applicable, again 3 months prior to discharge;
 - K. Reviewing Aftercare Plan for youth 17 and older in DCYF; and
 - L. Reviewing CPSW or JPPO child/youth visits and outcomes.
- VI. While each FAIR meeting must discuss the topics listed in section V above, the focus of each FAIR meeting may differ, depending upon the timeframe of the meeting as described below and noted in the "Major Focus Points for FAIR Meetings" (Form 1537):
- A. The 10-day and 30-day FAIR meeting will have a strong focus on the reasons the child/youth entered placement and what barriers need to be alleviated in order for the child/youth to return home. This meeting serves as the foundation towards achieving positive family engagement by ensuring that the family is involved in the case planning process and that the family receives the necessary services through the case planning process. Working with the team to facilitate appropriate parent and child/youth visitation plans and that the appropriate family connections are involved in the case is important at this meeting. This meeting sets the foundation for the ongoing case.
 - B. The 4-month FAIR meeting will focus on the case plan that was implemented at the dispositional hearing. This meeting will assess the progress made in achieving reunification, the case plan goals, what current barriers are present that may prevent the case plan from being achieved, and assessing the appropriateness of the current placement and that the concurrent goal is also appropriate.
 - C. The 10-month FAIR meeting will place great emphasis on the achievement of the current permanency goal and the concurrent goal. Focus will continue to be on the progress towards reunification and removing any barriers to achieving reunification. Furthermore, in the event reunification cannot or does not occur, discussions must continue about the concurrent goal. It is important to also assess that all reasonable efforts are being made to achieve the permanency goal for this case. If not, what efforts will be made to ensure this is happening before the permanency hearing occurs?
 - D. Post-permanency FAIR meetings (excluding APPLA cases) will continue to provide intense focus on the permanency goal implemented at the permanency hearing (i.e. reunification with an extension, TPR/adoption, guardianship with a relative), and what barriers are present, if any, to achieving this permanency goal. If reunification is not the current permanency goal, assess what the most appropriate level of involvement should be for the

parents. Is reunification still an appropriate permanency goal? If reunification is the goal after the permanency hearing, is it still the most appropriate goal? Should the concurrent goal be recommended as the primary permanency goal?

- E. Post-permanency FAIR meetings (APPLA cases) should focus on the plan for the youth upon exiting out-of-home care and explore efforts being made to identify a primary caring adult, if one is not already identified. Are the necessary supports in place for the youth and family, if applicable? Where is the youth going to reside after out-of-home care? Is this the most appropriate and feasible plan? Discuss how the youth will be able to support their living arrangement? Is the youth in the least restrictive placement? Even though it is no longer the primary permanency goal, is reunification a possibility at this point? Are the parents and/or the youth's connections in the best interest of the youth? Is APPLA the most appropriate permanency goal? Does the youth have regular, ongoing opportunities to engage in age or developmentally appropriate activities? Determine the steps the Division is taking to ensure the child's out-of-home placement provider is following the reasonable and prudent parent standard.
- VII. With the exception of the 10-day meeting, a written notice of the date, time, place, and purpose of the FAIR meeting (Form 1530 and Form 1532) must be sent, via mail or email, at least 10 calendar days prior to the meeting to the following individuals:
- A. The child/youth's parents;
 - B. The child/youth, regardless of age (each child/youth is invited to attend and participate in an age appropriate manner);
 - C. Family members, supportive friends, clergy, or others, as requested by the parents or youth (see V-D:1(a) above);
 - D. The child/youth's foster parents or relative caregivers;
 - E. The residential care provider;
 - F. The child/youth's attorney, guardian ad litem, or Court Appointed Special Advocate (CASA) who has been appointed by the court of jurisdiction;
 - G. The child/youth's surrogate parent as defined by RSA 186-C:14;
 - H. The special education directors from the sending and receiving school districts if the child/youth has been identified as educationally disabled as defined by RSA 186-C: 2 I, and pursuant to "sending" and "receiving" districts, as defined by RSA 193:27;
 - I. The child/youth's behavioral health therapist;
 - J. The service providers;
 - K. The identified primary caring adult for a youth with a goal of APPLA; and
 - L. Other involved professionals, as determined by the case plan.
- VIII. Extensive efforts (on-going contact, flexible scheduling, etc.) must be made to ensure that the parents and/or child/youth are able to attend and engage in the FAIR meeting.

- A. The FAIR meeting may be held at the family's home, district office, a residential treatment facility, a school, or another setting that is mutually agreeable to the participants.
 - B. If a parent or child/youth is not fluent in English, the service of an interpreter must be arranged by the CPSW or JPPO, and DCYF pays the expense incurred for the interpreter.
 - C. If circumstances arise within 24 hours of the scheduled meeting, that are a barrier to a parent or child/youth attending, the use of a conference line to participate by phone must be offered or the meeting may be rescheduled.
 - D. If all efforts to include the parents and/or child/youth in the FAIR meeting have been made but they do not attend, the FAIR meeting must still be held to review the case.
- IX. DCYF does not provide financial reimbursement for meeting time, travel time, or mileage expenses for any of the invited participants.
- X. When more than one child/youth in the family needs to have a FAIR meeting within the same timeframe, all the children and youth may be reviewed during the same meeting, but one Form 1533, Form 1534, or Form 1535 must be completed for each child/youth.

Procedures

- I. The CPSW or JPPO must:
- A. For each child/youth who resides in out-of-home placement, enter case-specific data on the required screens of NH Bridges;
 - B. Assure the "Address List for FAIR Review" (Form 1531) is completed, or updated as necessary, to be used by the facilitator to notify individuals of scheduled FAIR Meetings.
 - C. Determine the need for child care, transportation, and/or interpreter services to enable family members to attend the review, and develop and implement a plan to secure the services.
 - D. Participate in a telephone consultation or pre-review interview with the facilitator and the supervisor, if requested by the facilitator or the DCYF Supervisor to:
 - 1. Discuss any complex, sensitive issues or case related challenges that may be raised at the meeting and share strategies for ensuring a productive review;
 - 2. Determine the actions to be taken to bring cases without timely reviews into compliance; and
 - 3. Determine the actions to be taken to resolve case barriers or other issues regarding case management, case practice, and/or service delivery.
 - E. Attend the FAIR meeting and present the following information:
 - 1. The problem that led the child/youth to go into out-of-home placement and the [case plan](#), which was developed in collaboration with the family and is based on an assessment of child and family strengths and needs (provide a copy of the case plan to the parents and other participants);

2. The continuing necessity for, safety of, and appropriateness of the placement;
 3. The status of the child/youth's placement, health, safety, well-being, and best interests;
 4. The extent of compliance with the case plan;
 5. Progress or lack of progress of the child/youth and/or parents to date toward changing the behaviors and conditions that require the child/youth to be in out-of-home placement;
 6. The permanency goal, including tasks and services necessary to achieve reunification or the concurrent goal, and the projected date at which time the child/youth may be returned and safely maintained at home, be placed for adoption or legal guardianship, or fulfill another permanency goal; and
 7. The rationale and supporting documents for the decisions and recommendations made to date for the information presented at the FAIR meetings.
- F. Complete any follow-up actions in a timely manner, as agreed upon, to satisfy the requirements for periodic FAIR meetings.

II. The facilitator must:

- A. Schedule the FAIR meetings per Policy;
 1. The CPS case review process must begin within 10 calendar days of the child/youth entering an out-of-home placement.
 2. The JJS case review process must begin within 30 calendar days of the youth entering an out-of-home placement.
 3. The subsequent review must occur within 4 months of the child or youth entering out-of-home placement.
 4. Following the 4-month case review, reviews must continue every 6 months while the child/youth remains in out-of-home placement.
- B. Notify the child/youth's parents and other involved individuals listed in Policy, part VII of the date, time, and place of FAIR meeting via the "Invitation to FAIR Meeting" (Form 1530);
 1. Form 1530 will be mailed to individuals at the addresses noted in "Address List for FAIR Review" (Form 1531), and
 2. Form 1530 will be mailed with a copy of the brochure "Family Assessment and Inclusive Reunification Program" (Form 1532).
- C. In consultation with supervisors, CPSWs and JPPOs, review information reports, which are produced by NH Bridges to verify that:
 1. FAIR meetings are scheduled;

2. Annual Permanency Hearings were held within federal timeframes; and
 3. Written Notices of FAIR meetings have been sent to parents, age appropriate children/youth, and the other required individuals as identified per Policy part VII.
- D. In consultation with supervisors, CPSWs, and JPPOs, initiate actions to schedule any missed case reviews;
- E. Review the case record and NH Bridges screens to determine the status of the case;
- F. Conduct the FAIR meeting in a manner to encourage discussion and participation, while respecting the rights and culture of all participants by completing the following tasks:
1. Facilitate introductions among the participants;
 2. Explain the purpose of the meeting and the legal basis for case reviews;
 3. Explain the confidentiality requirements and that all information discussed is protected;
 4. Discuss the review process and provide an explanation of the participant's rights;
 5. Maintain a time-limited discussion on the case plan:
 - (a) Ensure a presentation of the case plan by the CPSW or JPPO;
 - (b) Facilitate a thorough discussion of the case plan including:
 - (1) The permanency goal and the progress or lack of progress to date, consistent with the facts of the case;
 - (2) Determining that the tasks, services, timeframes, and child and family outcomes are appropriate for the permanency goal;
 - (3) Other elements identified in Policy, part V; and
 - (c) Recommend modification or change in the case plan, when in the facilitator and family's judgment, the plan is insufficient based on information presented at the review and the recommendations do not conflict with the outstanding court order.
 6. Focus the meeting on stage appropriate discussions by using the "Major Focus Points for FAIR Meetings" (Form 1537);
 7. Summarize the meeting and restate the tasks, responsible individuals, timeframes, and expected outcomes;
 8. Record the FAIR meeting, using the "Family Assessment and Inclusive Reunification (FAIR)" (Form 1533 for a goal of Reunification , Form 1534 for a goal of APPLA, or Form 1535 for Non-APPLA permanency goals). Document:

- (a) The results of the FAIR meeting;
 - (b) Any recommended changes to the case plan;
 - (c) Whether consensus was reached regarding the recommended changes and if no consensus, a summary of the differing positions of the involved individuals;
 - (d) Any tasks, services, or programs to be completed and by whom;
 - (e) The projected date for completion of the tasks, or services, or programs, with the anticipated outcomes; and
 - (f) Obtain the signatures of the CPSW or JPPO, supervisor, parents, guardian, stepparents, child/youth, and other participants including the case reviewer.
 - G. Provide a copy of Form 1533, Form 1534, or Form 1535 to the parents, child/youth, Permanency Worker, and other participants as determined by the case plan, at the time of the review;
 - 1. Mail the form to parents who did not attend within five (5) working days of the review.
 - 2. File a copy of the form in the case record or file.
 - H. Within five (5) working days of the review, enter case-specific information onto the case review screens of NH Bridges; and
 - I. Offer the "Family Assessment and Inclusive Reunification Partnership Survey" (Form 1536) at the conclusion of every case review and use the findings to improve the case review process and the outcomes.
- III. The FAIR Steering Committee analyzes data and other findings that result from the case reviews.
- A. Members include but are not limited to:
 - 1. The FAIR Program Supervisor;
 - 2. The Administrator of the Bureau of Well-being or designee;
 - 3. A Child Protection Services Administrator or designee; and
 - 4. A Juvenile Justice Services Administrator or designee.
 - B. Written recommendations that address case-specific and systemic findings, at the district, regional, and state levels are provided to the DCYF Management Team, on a quarterly and annual basis.